

The DEScriber



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In Brief



Major DES Accomplishments in 2001

Community Involvement - Increased stakeholder input through community planning forums and the establishment of Local and District Advisory Councils. Expanded collaborations and linkages with public agencies, community-based organizations, tribal and local governments, private providers and employees.

Child Welfare - Obtained funding for new Child Protective Service (CPS) workers, a pre-service Training Academy, and implemented the statewide substance abuse treatment program, Arizona Families F.I.R.S.T. (Families in Recovery Succeeding Together). Also increased the number of adoptions; maintained the 100% response rate for CPS and Family Builders; obtained permanent placements for 4,100 children and reduced the average length of stay for children in out-of-home care.

Domestic Violence - Established a statewide Lay and Legal Advocacy program for victims of domestic violence and collaborated with community partners in the development of a new funding formula for the Domestic Violence Shelter Fund.

Elderly - Received an additional \$1.6 million in funding for Home and Community Based Services as a result of our advocacy and obtained \$1.9 million in federal funds for our Family Caregiver Support Program.

Developmental Disabilities - Finalized "consensus design principles" with providers and family members that will guide a comprehensive redesign of rates and contracts for services and negotiated a new capitation rate with AHCCCS which included the necessary increases to fund projected growth and cost.

Child Support - Achieved a record year in all areas by increasing Collections and Paternity establishments by 11% and accomplished 6% increases in both the number of court ordered cases and the cost-effectiveness rate. Initiated services for non-custodial parents.

Director's Column

By: John L. Clayton



The year 2001 is coming to an end and I would like to take this opportunity to express my appreciation to each and every one of you for our many successes over the course of this complex and challenging year. As evidenced by the achievements highlighted on the front page of this issue, we have done much to be proud of. Thanks to your outstanding efforts we can look back on 2001 with a sense of pride and accomplishment.



As always, we expect to have a busy and event-filled year ahead of us. At the beginning of the year we have the opportunity to undertake a fresh outlook and renew our commitment to our mission of service to others. The moment will be ripe to stop and take a look around us, for we often take for granted the wonderful opportunities that lie around every corner here at DES. Indeed, as I have discovered, ask any worker involved in helping others and they will tell you that our mission is a very exciting, worthwhile and meaningful enterprise. Let us seize these opportunities for personal and organizational growth.

Let us also commit ourselves to bettering DES through each and everyone of us reaching out ever more to one another and those we serve. Only by doing this may we create purpose and meaning at DES. Let us face the New Year with strength, confidence and pride in our organization and our capacity for excellence in human service.



October and early December were busy times for DES as we continued our outreach to stakeholders and employees. I am happy to report on two important events that occurred since my last message to you.

In October, we presented the "First Annual DES Human Services Recognition Awards". This event, which is covered in this issue of The DEScriber, provided an opportunity to recognize the outstanding service of some of our many deserving employees and community partners. This was truly a memorable night and I look forward to the "Second Annual DES Human Services Recognition Awards" event. I fully anticipate that next year's event will surpass the success of this year's event.

Two weeks ago, we held the "DES Employee Holiday Celebration" in which employees from all parts of the State attended this fun event. In the tradition of the celebration, it was an opportunity to come together in celebration of the holidays and our service to the community. I encourage you to participate in the festivities and, especially, to get to know some of our colleagues. There are many more opportunities to celebrate together in the coming year.

Finally, I extend my best wishes to you and your families for a wonderful New Year.



Director Clayton and Assistant Director Mary Lou Hanley Present Awards



Volunteer Partnership Award: **Wilma Robertson**, Bisbee, Arizona - Recognized for nearly 40 years of outstanding volunteer service to DES and advocacy on behalf of the people of Arizona.



Corporate-for-Profit Partnership Award: TMC HealthCare L.E.A.P Program Director - **Katie Brooks** - Recognized for the excellent service provided to individuals seeking employment.



Non-Profit Partnership Award: Inter Tribal Council of Arizona, Executive Director - **John Lewis** - Recognized for an ongoing partnership with DES in the provision of services and support for Tribal Governments of Arizona.



Government to Government Partnership Award: Department of Health Services, Director - **Cathy Eden** and Arizona Health Care Cost Containment System, Director - **Phyllis Biedess** - Recognized for the formulation of a Tri-Agency Partnership working together to remove barriers to services for people of Arizona.



Individual Partnership Award: **Daniel Martinez**, Arizona Industries for the Blind - Recognized for untiring service and advocacy on behalf of people with disabilities.



Legislative Partnership Award: **Senator Ruth Solomon** - Recognized for her outspoken advocacy of numerous programs to promote the health and well being of children and families in Arizona.

Director Clayton and Assistant Director Mary Lou Hanley Present Awards



DES Employee Recognition Award:
Christine Fuller, Division of Developmental Disabilities Services. Recognized by her peers for her caring attitude and unfailing energy in assisting people with disabilities to become gainfully employed and self-sufficient.



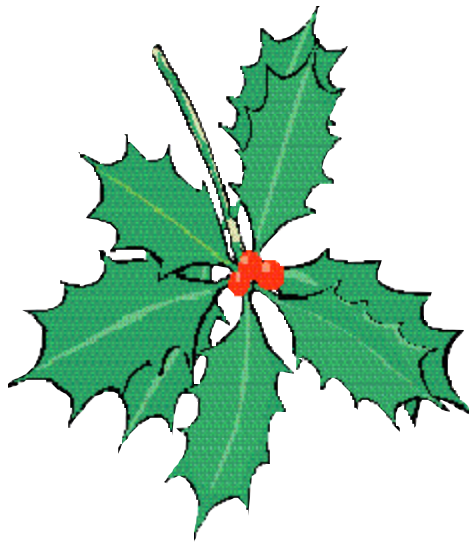
Jodi Beckley, Governor's Office - Recognized for her drive and absolute dedication to the services provided on behalf of DES to the people of Arizona.



Janet Napolitano, Attorney General of Arizona, **Noreen Sharp** accepted - Recognized for her partnership with the Department on behalf of the safety and welfare of Arizona's children.



Jannah Scott and Dr. Warren H. Stewart, OMRI Consulting, Recognized for their leadership, convictions and compassion in the development of programs for families, communities and faith-based organizations.



**Congratulations
and
Happy Holidays**



Monsignor Edward Ryle, Director, Arizona Catholic Conference - Recognized for his tireless efforts as an advocate for Human Services issues for the children and families of Arizona.

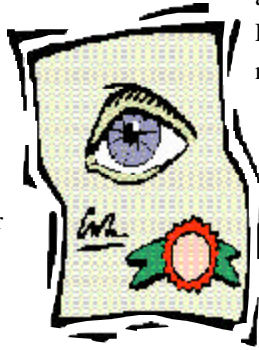
The Saguaro Program Open Enrollment

The Arizona Department of Administration (ADOA) conducted the annual benefits and insurance open enrollment for the Saguaro Program, from August 13 through September 14, 2001. Open enrollment required employees who are eligible, to select their benefits coverage, or to decline benefits coverage in whole or in part.

More than sixty-five percent of eligible state employees took advantage of the new electronic enrollment process. Fifty-six percent of employees registered online. Nine percent registered using the Interactive Voice Response system (IVR). Thirty-five percent registered using the traditional paper enrollment form.

Not surprisingly, the fewest problems were experienced with online registration because this method left less room for human error. For instance, if the employee enrolling online had made a mistake, the information could not have been accepted into the system until the mistake had been corrected. With the paper forms, if the information had been submitted with a mistake, the mistake would not have been discovered until a benefits coordinator entered the information into the system. With both online enrollment and IVR, the information got to the insurance carriers more quickly than with the paper process.

While open enrollment was largely successful, there are some problems. One problem centers around payroll deductions. Payroll deductions for the new benefits plan were to begin either on October 5, 2001 or on October 19, 2001. However, some employees did not receive deductions from their pay on those dates. To make up for the missed



deductions, the employee's paychecks would ordinarily be reduced by twice the deduction amounts in the next pay period. However, DES realized that this would create a hardship for employees. Therefore, a plan was put in motion to have any missed deductions spread out over two or three pay periods, creating less of a financial burden.

Realizing the magnitude of the situation ADOA faced in processing benefits for all state employees, the

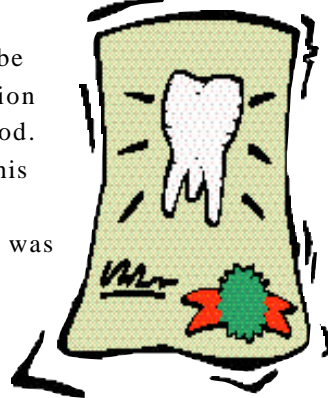


DES Benefits Office assigned dedicated staff members to correct the payroll deduction issues. DES insurance staff worked close to 100 over-

time hours to identify the affected DES employees, calculate the correct proportional state and employees contributions, and submit the paperwork to the ADOA Benefits Office for processing.

Due to the tremendous volume of paperwork in changing insurance providers, there are still some DES employees who have not been input into the CIGNA Healthcare

system. One reason is that the electronic CIGNA system is backlogged. The backlog arose because information can only be downloaded once per week. The result is that employees caught in this backlog have not



been able to see their primary care physicians, nor can they have their prescriptions filled. Unfortunately, there is no way to tell how long this dilemma will last. However, the entire DES Benefits Office is working diligently with employees on a case by case basis to ensure employees and their families receive needed medical treatment and medication.

If you have any questions regarding open enrollment, insurance related payroll deductions, or problems receiving CIGNA benefits, please call the DES Benefits Office at (602) 271-9596.

TOP OF THE NEWS

Are You Ready?

By: The DES Office of Risk Management

IN AN EFFORT TO ADDRESS the heightened state of security following the tragic events of September 11, 2001 in New York and Washington, D.C., please review the emergency procedure handbook within your office and discuss emergency planning and evacuation with your staff. Now is the time to plan and put into practice that emergency plan-not when the emergency is taking place.

- Each office should have an Emergency Procedure Handbook.
- Emergency Procedure Handbooks should be used during staff meetings to conduct emergency training, it is your tool for emergency planning at your facility.

■ Emergency evacuation plans should be posted along egress/exit routes, in common areas, and assembly areas. They need to reflect the current office layout and clearly indicate the egress/exit routes within the facility.

■ Each facility should have at least two separate egress/exit routes that are clearly marked by self-illuminated exit signs. Exit doors should be secure from the outside and be unobstructed from the inside and open easily with the direction of egress/exit travel.

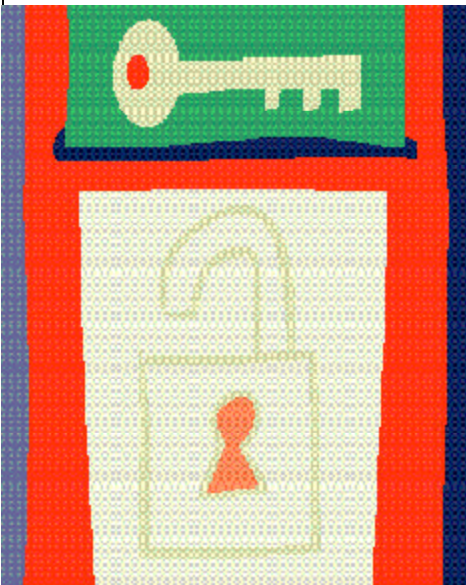
■ Evacuation drills should be completed annually; these drills require documentation to reflect who conducted them, who participated, how long it took to evacuate, and the date & time.

■ When evacuating a facility staff should have a rally point at least 300 feet from the facility.

■ Once at the pre-designated evacuation rally point the manager should take a head count to ensure everyone has left the facility.

■ When emergency personnel arrive report to them if anyone is still inside, any injuries, and location/nature of the emergency.

The Internal Safety & Security Administration can provide you additional guidance and technical advice for emergency planning within your facility. It is you, the individual worker that will need to carry out this plan and to sound the alarm when an emergency arises. For additional information or specific questions, please contact us at (602) 229-2760.



TOP OF THE NEWS

Arizona Industries For The Blind To Receive National Award

Arizona Industries for the Blind (AIB) has been awarded the Defense Logistics Agency's (DLA) prestigious Outstanding Javits-Wagner-O'Day Program Vender Award. Donald H. Peterson, General Manager of Arizona Industries for the Blind will receive the award in January, 2002, in Springfield, Virginia.

The AIB provides employment for over 80 people who are blind

and who for many years have produced a myriad of high quality products for DLA's Defense Supply Center Philadelphia. The Defense Supply Center Philadelphia nominated AIB for this award. At the present time, AIB manufactures litters and operating tables for DSCP, provides storage and distribution services for more than 4,000 lighting supply items, insignia, patches, tape, webbing and uniforms and clothing for

military personnel for DSCP.

Founded in 1938, National Industries for the Blind (NIB) is a non profit organization whose mission is to enhance the opportunities for economic and personal independence of persons who are blind, primarily through creating, sustaining, and improving employment. This is accomplished through 86 associated agencies at 211 locations throughout the United States.

Educational Assistance Program Replaces Tuition Reimbursement

IT'S HERE! The new Educational Assistance Program will be part of the Office of Organization & Management Development (OMD) and replaces the former Tuition Reimbursement Program. There are some positive changes to encourage and support DES employees to continue their education.

- One of the newest benefits of this program is the fact that tuition for classes at accredited institutions can be PRE-PAID based on the availability of funds within your Division.
- The cost of books will be reimbursed with original receipts.

- Supervisory approval is not required if classes are taken after work hours.

- Classes can be taken on an individual basis and do not need to be related to a college degree.

- All permanent status employees who have completed their original probation (or six months of a one-year probation) are eligible to participate in this program.

The official policy describing all of the benefits and requirements will be sent to all site codes during the



month of December along with the new application form. Until such time that you receive the new form, applications will be accepted on the current IR-174 form.

If you have any questions, please don't hesitate to contact Karen Hoffman at OMD (602) 229-2776 or by e-mail: khoffman@mail.de.state.az.us.

DES from page 1

Benefits - Expanded outreach efforts, streamlined services and improved access. Continued to improve accuracy for Food Stamps. Rate is 94.38%, which exceeds the national average by 3.3%.

Employment Services and Workforce Development - Implemented the new state Employer Job Training Tax, expanded customized job training for new and existing employees and expanded collaboration with employers and Welfare Investment Board.

TANF - Retained priority TANF funding for the JOBS program and obtained additional funds for services for families in crisis including \$1 million in support of local SSBG activities.

Jobs - Increased the number of participants placed in employment

by 16% (12,694) and increased the average wage at placement by 4.6% (\$7.31/hour).

Child Care - Successfully introduced legislation that established health and safety standards for unregulated providers in the statewide Resource and Referral Registry.

Rehabilitation - Supported legislation to establish Ticket to Work and created a work plan in partnership with the Federal Social Security Administration to implement the program.

Customer Service - Improved customer service in major programs such as Child Protective Services and medical and benefits eligibility. Established Family Advocate and Ombudsman Office.

Employees - Instituted a number of

initiatives to improve employee satisfaction, recruitment, and retention such as flexible work schedules, enhanced employee recognition program, a new tuition assistance program, an expanded New Employee Orientation and a Diversity Workgroup that will improve employee morale and customer service.

Budget - Obtained an increase in general funds of approximately \$37 million in SFY 2002 and \$38.4 million in SFY 2003. This was an increase of 8.5% and 8.1% respectively.

The complete SFY 2001 "Report on Accomplishments" is available on the DES Web site at www.de.state.az.us. If you would like a hard copy, please call (602) 542-2106.

Median Age Highest Ever

From the State Data Center News Letter

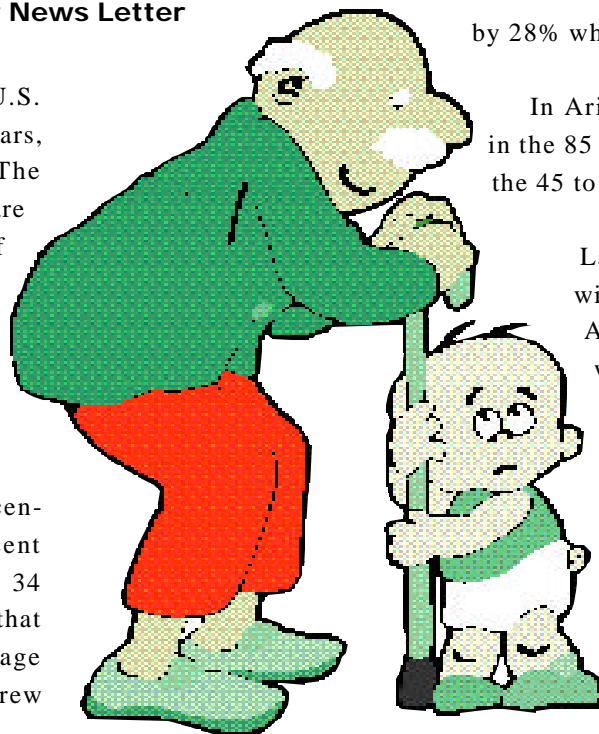
The median age of the U.S. population in 2000 was 35.3 years, the highest it has ever been. The median age (meaning half are older and half are younger) of Arizona's population in 2000 was 34.2 years, rising from 32.2 in 1990. The increase in the median age reflects the aging of the baby boomers.

For the nation as a whole, census figures showed a four percent decline in numbers among 18 to 34 year old. However, in Arizona that age group grew by 22%. In the age 35 to 64 group, the U.S. total grew

by 28% while Arizona showed a 56% gain.

In Arizona the most rapid increase was in the 85 and over population (up 82%) and the 45 to 54 group (up 80%).

La Paz was Arizona's oldest county with a median age of 46.8 while Apache County was the youngest with a median age of 27.0. Of all places identified in the 2000 Census, Sun City, a census designated place, was the oldest at a median age of 75.0. Colorado City town had the lowest median age in 2000 at 14.3.



Quality from page 12

<u>If you are a/an:</u>	<u>Do your customers want:</u> (Product/service)	<u>Or do they want:</u> (Outcome/result)
Eligibility interviewer	An application processed?	To receive benefits?
CPS worker	An investigation conducted?	Safety of the child/children?
Secretary	Documents filed?	The ability to locate documents at a later time?
Child support locator	An absent parent located?	To collect child support payments?
Case manager	A case plan developed?	To move to a less restricted environment?

Human Service Contracting Storyboarding

By: Anna Maria Chavez

On November 27th and 28th, the Director and the Office of Procurement and Administrative Counsel (OPAC), which is under the direction of Anna Maria Chavez, Administrative Counsel and Deputy Associate Director, conducted a 2-day storyboarding session to discuss and recommend improvements to the Human Service contracting process at the Department.

Storyboarding has been defined as “a popular management tool to facilitate the creative thinking process.” DES uses this innovative technique to encourage participation of employees, customers, providers, and sister agencies in problem solving and implementing goals. When you storyboard, you begin to see interconnections, relationships, and how all the pieces come together.

The first half of the session was held the afternoon of the 27th, and attended by approximately 23 individuals from field offices and

central office who coordinate and manage daily human service contracting issues within the Divisions of Developmental Disabilities, Aging & Community Services, Children Youth & Families and Employment and Rehabilitation Services. These administrations were chosen because they currently manage the largest portion of human service contracts within the Department and represent approximately 2000 contracts a year.

The second half was held the morning of November 28th and was attended by Director Clayton, Deputy Director Nancy Mendoza, members of the Executive Team and program administrators.

In the second session, first day participants presented summary recommendations to the Executive Team members and their central office contracting staff. This session also provided an opportunity to hear contracting recommendations from field staff representatives and to discuss

policy issues affecting Executive Team members.

Lisa Hornaday, Tony Lazok and Jacque Starks, representatives from the Office of Organization and Management Development, facilitated each session, along with Anna Maria Chávez, Richard Szawara, Contracts Manager, Jacque Behrens, Purchasing Manager and Cynthia Pullen, Contracts Management Specialist.

In the upcoming weeks, OPAC will coordinate the analysis of the procurement recommendations and will work with the Departmental Contracts Management Committee (CMC) and the Executive Team members to implement changes in internal contracting procedures. The CMC is comprised of representatives from all DES Divisions. These procurement sessions are one of many initiatives sponsored by Director Clayton and OPAC to improve the efficiency and encourage innovation within DES Procurement.

Career Achievements

20 Years:

Melanie S. Benitez, DERS; Mary E. Gerdson, DDD; Roberta E. Harvey, DBME; Anthony W. Mellecker, DBF; Mario Merino, DERS; Olivia C. Montoya, DDD; Laura Sutherland, DCYF; Nenita Bowman, DACS; Joanne C. Chee, DBME; Delores J. Clah, DBME; Margaret A. Diaz, DCYF; Dwaine G. Eastin, DBF; Paula J. Jones, DBME; Christopher McNamara, DDD; Sandra O. Reyes, DDD; Karen L. Reynolds, DCYF; Rosalie G. Robinson, DBME; Rita J. Schmidt, DCYF; Deborah H. Shepherd, DBME; Grace Todacheeny, DBME; Beverly J. Wallace, DBME; Judith A. Watkins, DACS; Joanne M. Weir, DBME; Linda Williams, DERS; Reginald L. Kelly, DBME; Evelyn Patterson, DCYF; Patricia J.

Schmidt, DBME; Charlesetta Spraggins, DCYF; Richard J. Bannon, DTS; Gerald Carthy, DERS; Alma D. Esquer, DDD; Joyce L. Nosie, DBME; Lennia M. Swiss-Gregg, DBF.

25 Years:

Rodney E. Collins, DERS; Julie M. Partlow, DDD; Maria E. McDonald, DDD; Jane L. McVay, DCSE; Denise D. Morton, DERS; Rachel Reyes, DERS; Deborah A. Smith, DDD; Daniel D. Woods, DDD; Margaret R. Yarger, DCYF; Linda J. Jones, DERS; Norma A. Navarro, DESS; Vivian G. Palimo, DERS; Gerry Dragan, DDD; Alfonso Ramirez, DDD; Christina L. Anaya, DCYF; Jesse J. Ary, DDD; Deborah L. Branch, DBME; Virginia L. Ceniseros, DBF; Connie J. Grogan, DERS; Renita W. Grubbs, DDD; Wendell Hamilton, DBF; Yvonne M. Height, DDD; Kathleen Hornburg, DDD; Valerie Lintz, DERS; Sandra L. Pauk, DBF; Jessie Seletstewa, DERS; John P. Völle, DDD.

30 Years:

Rosemary N. Lopez, DERS; Macaria M. Molina, DBME; Vincent J. Wood, DBME; Richard Anderson, DCYF; David Kaminsky, DCYF; Katherine A. Pulec, DESS; David R. Starks, DERS; Frank L. Thorne, DDD; Ronald R. Simon, DESS; Joseph F. Bryner, DACS; Kenneth D. Depew, DBME; Patricia A. Janik, DERS; Helaine Rand, DBME; Alvina Tso, DBME.

R e t i r e m e n t s

Henry Granillo, Jr.	DERS	32 years of service
Ofelia Olivas	DTS	30 years of service
Peter R. Aguilar, Jr.	DERS	25 years of service
Jayne Hamilton	DERS	16 years of service
Jo Reed	DERS	10 years of service
Susanne Williams	DCSE	34 years of service
Virginia Ceniseros	DBF	25 years of service
Corinne Gregg	DERS	05 years of service
Bertie Hill	DBME	16 years of service
M. Sandra Merrill	DDD	27 years of service
Helena Smith	DERS	14 years of service
Martha J. Smith	DDD	25 years of service
Dolly England	DERS	13 years of service
Karl Matzinger	DBF	15 years of service
Tyrone Peterson	DDD	11 years of service
Bonnie Hayes	DERS	15 years of service
David Rasey	DDD	25 years of service
Patricia K. Schultz	DTS	22 years of service
Patricia Boddy	DBME	29 years of service
John Davis	DERS	16 years of service
Rosalie Robinson	DBME	20 years of service



Bragging Writes

To Joe Reindl and Rich Flumerfelt, Division of Business and Finance, Phoenix

"I would like to personally thank you both for all you do for not only for Business Systems but for Business and Finance too. Your knowledge with Information Technology is beyond compare. I know that I would personally be lost without you guys there to answer any questions I may have. Thanks again for all your hard work. You're both awesome."

M.E.

To Norman Wisbaum, Division of Children, Youth and Families, Phoenix

"Recently I was called by the Scottsdale Police Department regarding my grandmother. I flew from Chicago. Within 1 hour Norman came to see us. Never in my life have I met such a kind genuine man. He cared so deeply for my grandmother. Her safety and welfare was his main concern. He guided us for the short time we were there, assisting us with everything we needed. Norman is such a wonderful man. It was a sad situation we had to deal with. Without Norman we would have been lost. Norman we want you to know how much we appreciated your hard work, we are thankful that you were there for us."

K. Family

To Kim Brown, Division of Employment and Rehabilitation Services, Tucson

"I want to start by telling you how much you have done for me. I have to admit that I didn't want to be in the Jobs Program at first, now I would do it over and over again. I started out with no education, no job, no self esteem, and I was living in a stressful environment. After being in the Jobs Program, I am now a certified medical assistant, I have a very well paying job, I have my own apartment and my own vehicle. You kept me motivated and did everything that you could do to help. You went out of your way, pulled strings and did some research just to help me with what I needed. Thank you Kim, without you I would still be on AHCCCS, sitting around with no life, minimal money and no self esteem. This is all I can do to thank you and I wish more people would take advantage of the resources that you offer. Thank you."

L.

To Maria Thelkeld, Mary Moran and Susan Lopez, Division of Employment and Rehabilitation Services, Yuma

"I feel very honored to have been trained by you three ladies. The information you taught me was very helpful! I will continue to read and review the information that was given to me by you so unselfishly. You ladies are a true blessing, you have changed my life with your coaching skills and have brought me to self-sufficiency through your positive reinforcement. I hope that I can be as inspirational to my clients as you are. I want to thank you for all your hospitality while I was there. It was greatly appreciated. One thing for sure, you three are all pros. Keep up the excellent work. You are wonderful."

K.J.P.



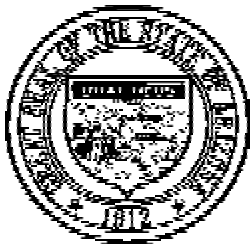
Arizona Department of Economic Security

Arizona Department of Economic Security
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Phoenix, AZ 85007

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Employer/Program.
Available in alternative format.
(602) 229-2720
TTY: Arizona Relay Service
1-800-367-8939



Jane Dee Hull, Governor
John L. Clayton, Director

Quality Counts

What Business Are You In?

By: Gloria Diaz

"Think about your business as selling outcomes and results, not products and services. Black and Decker says: 'Our customers want quarter inch holes, not quarter inch ~~drills~~.'" *This was written by QualTeam, Inc. and published in their Quality Calendar in 1996. This concept is as true today as it was when it was written.*

We, obviously, don't make drills at DES. We don't *make* anything. We are not a business, per se. But, we are *in* business. According

to our mission statement, DES is in the business of ...*promoting the well-being and self-sufficiency of individuals and families...* We don't provide products and services in the sense that a company such as Black and Decker does, but we do provide them in a different sense.

What business are you specifically in? What product or service do you provide? What is it your custom-

ers want? What are the outcomes or results they care about?

There is no question that it is important to focus on our products and services. Each of us is expected to provide certain products or services to our customers, and we are evaluated on how well we provide those. However, we should never lose sight of the purpose for the work we do.

In a human services organization, it becomes especially important to maintain a focus on the outcome or the result of our work. When we do, we become

better able to deliver quality service.

In the book, *The Seven Habits of Highly Effective People*, Stephen Covey wrote: "*Begin with the end in mind.*" When it comes right down to it, for the most part, your customers won't care what you do (process). They will care, however, about the ultimate outcome of what you do.

See *Quality* | Page 9

